

MDT'S CORE VALUES

CUSTOMER ORIENTATION

Creates an atmosphere in which timely and high quality information flows smoothly between self and customer. Encourages open, honest and constructive expression of ideas and opinions. Demonstrates active listening skills. Uses appropriate body language. Seeks to understand others' viewpoint. Analyzes the customer needs and adjusts to the perspective of the customer, when appropriate.

Behaviors

- Actively listens, probes, understands
- Restates or summarizes the message accurately
- Listens without interrupting or judging
- Asks questions or requests more information for further understanding
- Proactively informs and resolves problems/issues with customer
- Views situations from customer perspective to better respond to their needs and concerns
- Responds directly and thoroughly to questions
- Follows up to make sure that customer expectations have been met
- Listens to and demonstrates compassion or sensitivity towards others' viewpoints and opinions
- Addresses misunderstandings and misperceptions directly and clearly
- Aware of and sensitive to subtle cues in relationships and communications (body language, personal agendas) that may differ from the spoken word
- Maintains eye contact appropriate to the situation
- Uses appropriate tone of voice and demonstrates suitable body language
- Is sensitive and uses good judgment in receiving, communicating, and managing confidential information
- Builds rapport, establishes strong, cooperative working relationships and interaction
- Provides support, appreciation and recognition to others
- Creates an atmosphere of trust by interacting openly and directly
- Gives and solicits feedback frequently and consistently
- Strives for a shared understanding of the situation by all of those involved

Proficiency Levels

- 1 Interacts with the customer in an open and honest way; seeks understanding of others' viewpoints through active listening.
- 2 Assumes responsibility for an appropriate level of customer service; builds good relationships by encouraging others to express viewpoints; shows respect through active listening.

- 3 Contacts and consults with the customer routinely; shows follow-through; interacts openly and honestly with appropriate feedback; actively listens and evaluates in a non-judgmental manner.
- 4 Proactively seeks consultation with the customer about strategic issues, problems and expectations; actively provides support, recognition and appreciation; establishes, maintains and uses network; willingly shares information as appropriate for the position.
- 5 Anticipates the needs of the customer and proactively communicates information; recognizes and initiates opportunities to meet the customer's needs; is sought as an expert and resource in the area of customer satisfaction; consistently chooses the best method of communicating the message to each customer or audience at an appropriate level of understanding and interest.

DECISION MAKING

Independently takes action and responsibility for solving problems. Makes decisions designed to achieve desired outcomes. Challenges the status quo by taking calculated actions in complex, ambiguous, contentious or hazardous situations to force an issue or set a direction.

Behaviors

- Solicits input from others and aligns decisions with business needs
- Takes responsibility for decisions made
- Analyzes issues and problems; makes decisions based on situational variables
- Identifies alternatives and thoroughly evaluates expected results, risks, needs, time frames and resources
- Makes timely decisions
- Recognizes when something is not working and switches tactics or directions, stops or moves on
- Examines each issue from multiple angles and seeks practical, workable solutions; does not automatically choose the first solution
- Remains open to changing decisions when new information becomes available
- Reacts quickly to a problem or direction change
- Reorganizes resources when necessary
- Handles day-to-day work challenges effectively
- Even when all information is not readily available, makes decisions when necessary
- Takes risks and makes decisions when appropriate
- Identifies opportunities, assesses the risks and benefits using judgment, and acts on opportunities, even if contrary to past practice or conventional methods
- Operates comfortably with vague objectives
- Frequently makes decisions knowing that full information is lacking

Proficiency Levels

- 1 This level is not measured for this competency.
- 2 Identifies opportunities; commits to and makes decisions; acts within appropriate time frames; assesses a problem and makes decisions using the appropriate set of facts.
- 3 Obtains all relevant information from internal and external sources before making a decision and understands the work processes impacted by the decision; assesses the risks and benefits to the organization and moves forward; considers alternatives prior to making a decision; makes sound and timely decisions in the face of uncertainty.
- 4 Makes effective, timely, fact-based decisions on complex issues; reflects on past experience and weighs the pros and cons of alternative courses of action before deciding on what approach to take; advocates new ideas and initiatives; recognizes potential or opportunity that is beneficial to the organization.
- 5 Makes tough decisions based on a realistic and strategic assessment of opportunities and constraints; sets direction for the organization through strategic actions requiring risk-taking and solid decisions; makes decisions in which calculated risk is taken to achieve maximum results and benefit to the organization; aligns decisions with long-term organizational goals.

PERSONAL ACCOUNTABILITY AND OWNERSHIP

Takes pride in the job. Actively engages in professional self-development opportunities. Accepts individual responsibility for all actions taken.

Behaviors

- Accepts responsibility and understands consequences for failures and mistakes as well as accomplishments and successes
- Expresses ideas for continuous improvement as well as producing work of excellent quality
- Strives for excellence
- Demonstrates a willingness to be judged by the risks that are taken
- Takes pride in the job
- Actively engages in professional self-development opportunities

Proficiency Levels

- 1 This level is not measured for this competency.

- 2 Learns from past experiences; remains positive about work; takes pride in job; strives for excellence.
- 3 Accepts responsibility and understands consequences for failures and mistakes as well as accomplishments and successes.
- 4 Openly solicits feedback about own behavior and puts suggestions into action; recognizes ways to improve productivity and customer service; understands how personal actions directly affect the success of the organization; engages in professional self-development opportunities.
- 5 Holds self accountable for and achieves objectives; goes beyond what is expected for the role or job in order to help the organization reach its goals; seeks to have a broad impact on the organization's overall success; expresses ideas for continuous improvement as well as producing work of excellent quality.

LEADERSHIP

Shares information, feedback and knowledge (two-way communication) with key persons inside and outside of the organization to ensure successful project outcomes and/or improvement. Includes training, teaching and coaching others. Actively steps into a leadership role.

Behaviors

- Communicates work-related knowledge to others
- Proactive in promoting and sharing appropriate information across organizational levels and functional boundaries
- Finds ways to keep others informed
- Shares ideas irrespective of functional or work unit lines
- Stimulates creative ideas in others
- Provides others with direct, constructive and positive feedback
- Exhibits flexibility to get things done; doesn't force "own way" or "one way"
- Coaches, develops and mentors others
- Assists others by sharing insights
- Trains and develops others' career path
- Encourages self-confidence and capability in others
- Shows initiative to pursue assignments to completion

- Sets an example for others by establishing and meeting challenging work goals
- Shows a consistent pattern of being able to recognize the activities needed to accomplish a mission and to initiate action with supervision as required
- Attains key results despite setbacks or distractions
- Reacts positively to problems or challenges as they arise

- Provides vision and direction by managing change, developing, coordinating, and influencing the activity of others
- Inspires confidence with management, associates, peers and subordinates
- Uses a variety of approaches to assist others in performing at consistently higher levels
- Works well under pressure, adapts to change and completes tasks under changing conditions
- Exhibits optimism regarding the likelihood of success and transmits this optimism to others

Proficiency Levels

- 1 Gives basic directions and instructions and makes sure group has all necessary supplies and information.
- 2 Monitors the quality of the work of the group and ensures progress and timeliness.
- 3 Sets a good example by communicating, correcting and training; demonstrates commitment to the continued long-term success of the team or group.
- 4 Supports and defends the group and its reputation in the larger organization; removes roadblocks if possible to ensure group achieves its goals; identifies conflict in the team and facilitates a resolution.
- 5 Uses strategies to promote team cooperation and productivity; establishes and communicates a compelling direction or vision that serves to motivate the group to work towards continual achievement of goals. Must have a global perspective of government as an “enterprise”.

ETHICS

Models high standards of honesty, integrity, trust, and openness. Knows, understands, and follows through with the correct standards of conduct and moral judgment required; is willing to act outside the norm when needed to adhere to ethical principles. Communicates and demonstrates actions in a consistent manner. Respects others, regardless of individual capabilities, agendas, opinions or needs.

Behaviors

- Consistently models high standards of honesty, integrity, trust, openness, and respect for the individual
- Inspires, motivates and guides others toward goal accomplishment within ethical guidelines
- Takes a stand and resolves important ethical issues

- Keeps promises; actions are consistent with words
- Maintains ethical standards in both internal and external business dealings
- Confronts inappropriate behaviors in others
- Is fair and consistent in rewarding others for a job well done
- Decisively rejects suggestions by others of any action which would compromise ethical standards
- Accepts responsibility
- Builds and maintains a broad reputation for integrity and credibility within a global network
- Applies ethical principles in a way that benefits the agency and the individual even in the face of perceived resistance or established practice
- Demonstrates the virtues of authenticity, integrity, truthfulness and credibility expressed in actions and behavior
- Coaches, mentors, and challenges subordinates about ethical practices
- Supports non-discrimination programs within the organization
- Encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment
- Gains the confidence of employees and customers by respecting the confidentiality and privacy of their concerns and needs
- Displays and insists on honesty in prioritizing and guiding actions and in providing others with accurate and full information to achieve desired results
- Fosters an organizational culture with high ethical standards by appropriate recruitment, training and rewards so employees adhere to shared ethical standards
- Is a role model to others by acknowledging own mistakes, accepting consequences and taking corrective action
- Treats individuals with dignity and respect and avoids all appearances of conflict of interest and favoritism
- Demonstrates respect for all team members, regardless of their individual capabilities, agendas, opinions or needs

Proficiency Levels

- 1 This level is not measured for this competency.
- 2 This level is not measured for this competency.
- 3 This level is not measured for this competency.
- 4 Displays integrity by holding oneself personally accountable; acts in accordance with standards for ethical judgment consistent with the organization's stated values; accepts responsibility; demonstrates respect for all team members regardless of individual capabilities, agendas, opinions or needs; gains the confidence of employees and customer by respecting the confidentiality and privacy of their concerns and needs.

- 5 Consistently models high standards of honesty, integrity, trust, openness, and respect for the individual; encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment; fosters an organizational culture with high ethical standards by appropriate recruitment, training and rewards so employees adhere to shared ethical standards.

FLEXIBILITY AND ADAPTABILITY

Accepts change as a healthy and normal part of growth. Receptive to new information and recognizes the validity of various viewpoints; sees situations objectively. Responds positively to changes in direction and priorities, responsibilities or assignments. Adjusts to multiple demands, priorities, ambiguity and change positively. Works effectively within a variety of situations, individuals or groups.

Behaviors

- Responds positively to changes in direction, priorities, responsibilities or assignments
- Switches roles or procedures easily to achieve work results
- Breaks out of usual patterns of behavior to achieve results
- Recognizes that workplace change is inevitable; maintains focus and effectiveness during change and transition
- Works effectively within a variety of situations, individuals or groups
- Adjusts to multiple demands, priorities, ambiguity and change positively
- Anticipates and accepts changing roles, directions and work methodologies
- Understands and appreciates different and opposing perspectives
- Maintains effectiveness and focus when dealing with uncertainty, change or transition
- Retains flexibility when faced with change
- Willing to experiment and take risks in trying different approaches
- Accepts changes to the organization or in job requirements
- Receptive to new information and recognizes the validity of various viewpoints
- Sees situations objectively

Proficiency Levels

- 1 Reacts to change without disruption to others; routinely exhibits adaptability.
- 2 Switches roles or procedures easily to achieve work results; recognizes that change in the workplace is inevitable; responds positively to changes in direction, priorities, responsibilities or assignments.
- 3 Understands and appreciates different and opposing perspectives; works effectively within a variety of situations, individuals or groups; receptive to new information and recognizes the validity of various viewpoints.

- 4 Maintains effectiveness and focus when dealing with uncertainty, change or transition; willing to experiment and take risks in trying different approaches; breaks out of usual patterns of behavior to achieve results.
- 5 Anticipates and drives organizational change under demanding situations and circumstances; redirects own work and the work of others during periods of shifting and multiple demands and priorities, ambiguity and change; anticipates and accepts changing roles, directions and work methodologies.

TEAMWORK

Works cooperatively with others as part of a team as opposed to separately or competitively.

Behaviors

- Participates in group discussions and respects the opinions of others
- Identifies and pursues solutions and looks for alternative ways to work with others that will create better results and working relationships
- Is proactive and willing to take a leadership role without being asked
- Works collaboratively with other teams, work units and peers
- Supports the team by assisting all members to contribute to results
- Gives credit and recognition to others
- Shares roles with others on the team; willing to take turns with different jobs, cross train or pick up the slack as needed
- Is aware of co-worker workload
- Develops cooperation and collaborative work efforts toward mutually acceptable solutions
- Understands that all members of a team are necessary in accomplishing the work and encourages without taking over or controlling
- Supports team decisions and outcomes (even in the absence of consensus) through actions and communications
- Works to include the external customer as part of the team, when appropriate

Proficiency Levels

- 1 This level is not measured for this competency.
- 2 Participates in group discussions and respects the opinions of others; considers co-worker workload when volunteering or requesting assistance.
- 3 Supports team decisions and outcomes through actions and communications; shares roles with others on the team; gives credit and recognition to others; works collaboratively with other teams, work units and peers.

- 4 Supports team by assisting all members to contribute to results; willingly takes turn with different jobs, cross train or pick up the slack as needed; understands that all members of a team are necessary in accomplishing the work and encourages without taking over or controlling; actively participates in team decisions and outcomes (even in the absence of consensus) through actions and communications.
- 5 Identifies and pursues solutions and looks for alternative ways to work with others that will create better results and working relationships; develops cooperation and collaborative work efforts toward mutually acceptable solutions; serves as a resource to other teams as requested; develops alternatives to improve team interactions; works to include the external customer as part of the team, when appropriate.

CREATIVITY AND PROBLEM-SOLVING

Generates ideas, fresh perspectives and original approaches; open-minded. Uses creativity and originality when problem-solving. Goes beyond traditional ways to address issues and problems.

Behaviors

- Develops or supports the introduction of new and improved methods, creative alternatives, procedures, business situations, processes or technologies
- Is comfortable with ambiguity; applies unique solutions to problems, challenges, obstacles and opportunities, as appropriate
- Applies new and evolving ideas, methods, designs and technologies
- Questions the established way of doing things
- Moves beyond fact-based logic and experience to develop innovative approaches
- Approaches problems with curiosity and open-mindedness
- Evaluates activities/projects in progress and applies insight to similar situations
- Grasps and sorts implications and concepts quickly
- Avid questioner and listener
- Draws from disciplines beyond own areas of expertise when solving problems and making decisions
- Uses creativity and originality when problem solving
- Finds effective solutions by taking a long-term, broad perspective
- Considers future opportunities or requirements; considers the future impact of current decisions
- Understands implications and actions needed to move the assignment, project, or organization forward
- Maintains the proper perspective between the overall picture and the details
- Looks continuously for new and/or non-traditional ideas, approaches and available resources
- Sees self as a catalyst for change
- Changes traditional patterns of thinking

Proficiency Level

- 1 Uses basic experience to solve problems; is open-minded; determines what sources of information are available to expand abilities to do the work and to improve work methods; asks questions.
- 2 Achieves results; resolves problems using ideas and available resources; seeks out ways to expand abilities to do the work and to improve work methods; knows when a problem is solved.
- 3 Resolves problems using a fresh, original or nonstandard approach; generates ideas; willing to consider new ways of thinking and behaving.
- 4 Develops ideas that are unique contributions to work unit services and processes; identifies root causes of problems and thinks of alternative solutions; challenges the status quo by experimenting with new ideas.
- 5 Develops novel or innovative concepts; leads others in a broad range of social, political, organizational and economic issues; takes into consideration broad issues; considers the long-term, big picture when solving problems; resolves complex, strategic, sensitive, multi-faceted or long-range problems and issues; breaks tradition in reforming and reorganizing how services are accomplished. Recognized as a thought leader.